



## MWR THEME OPERATIONS

March/April 2005

### Introduction:

The MWR Theme Operations Unit Managers Conference is fast approaching and from the line-up we've got planned, this is one conference you don't want to miss! Plus, we've added some new twists with specific skills training tracks that we hope you enjoy. More details about this year's Conference are available below.

In this issue of "E-News" we've included highlights on some recent unit openings, as well as checking back in on a couple units that opened last year, to hear how things are going six months later. We're also very proud in this issue of "E-News" to introduce our newest concept, Java Café to the Army's MWR Theme Operations family of brands. With warmer weather around the corner in our "Getting Back to Basics" corner we're tackling proper salad preparation procedures for serving more appetizing and delicious salads.

I hope you enjoy this edition of "E-News" and I look forward to meeting and working with each of you at this year's Conference. Please note that since we'll be together in a few short weeks, our next edition of "E-News" won't be published until Friday, 6 May.

As always, keep e-mailing us your ideas, thoughts and comments so we can continue sharing your insights with our growing family of MWR professionals.

Roger Weger  
Chief, Food Services Division

### MWR Branded Theme Managers' Conference

The 7<sup>th</sup> MWR Theme Managers' Conference hosted by U.S. Army Community and Family Support Center (USACFSC), Business Programs Directorate, will be held 3 – 8 April 2005.

This year's conference hotel will be the Armed Forces Recreation Center (Shades of Green), Lake Buena Vista (Orlando), Florida. Official Conference attendee notification was sent out on 1 March. Please carefully review the information package you received. Also note that each attendee must make their required room reservations.

This headquarters will fund travel, lodging accommodations, and per diem for one manager from each MWR Theme Operation and one IMA representative from each region. No rental cars are authorized.



Attendees will consist of unit managers of MWR Theme Operations currently operational; managers of MWR Theme Operations sites scheduled to open within the next six months, IMA representatives who coordinate MWR Theme Operations for their region/command, and other personnel involved with the MWR Theme Operations program. This year's conference will focus on operational issues within the program with emphasis on food and beverage issues and food safety training (ServSafe). On-site ServSafe certification training will be offered and is mandatory for conference participants who are not currently ServSafe certified. For those who are already certified, we will also offer Food-Trak training, MWR financial management training, and a NAF benefits/retirement planning seminar. In addition, we will offer training in business planning, management controls, and upcoming promotions.

If you have not received your Conference information package please contact this Headquarters. (POC: Gloria Bailey-Davis, DSN 761-5207, e-mail: [Gloria.Bailey-Davis@cfsc.army.mil](mailto:Gloria.Bailey-Davis@cfsc.army.mil))

### **Annual MWR Theme Operations Client Survey**

This year's MWR Theme Operations "Time to Tell" Client Survey will be administered to attendees to complete during registration at our annual Unit Managers' Conference to be held at Shades of Green, Lake Buena Vista (Orlando), Florida on 3 April. Information will be used to improve upon our performance and better serve you and your activities. (POC: Gloria Bailey-Davis, DSN 761-5207, e-mail: [Gloria.Bailey-Davis@cfsc.army.mil](mailto:Gloria.Bailey-Davis@cfsc.army.mil) )

### **Introducing Java Café**

Introducing the newest brand to join the Army's MWR Theme Operations Program family of brands...Java Café. Java Café features the Starbucks "We Proudly Brew" coffee program. The menu offers guests all the standard and premium Starbucks beverages, plus pastries, bagels, signature deli sandwiches, specialty salads, soups and desserts. Each store's menu is flexible to adjust to structural site limitations, day part, and volume of business.



Our goal for the Java Café brand is to develop and present a contemporary retail fast-casual brand image. We want to exceed our guest's expectations by offering a distinct competitive advantage over traditional fast food venues, by providing quality and convenience in both comfortable and inviting surroundings.

Plans call for us to open our first 2 Java Café stores at the Presidio of Monterey, CA in the October time frame. If you're interested in learning more about what Java Café can offer your installation food and beverage program please contact us. (POC: Roger Weger, DSN 761-5224, e-mail: [Roger.Weger@cfsc.army.mil](mailto:Roger.Weger@cfsc.army.mil) )

### **Recent Grand Openings:**

#### **Yongsan Strike Zone & Habanero "Fresh-Mex Grille"**

Mr. Robert Victorine, General Manager of Yongsan Bowling Lanes welcomed approximately 125 guests to the soft openings held Saturday through Monday, 12-14 February to preview the new Strike Zone snack bar featuring Primo's individual pan pizza and Habanero "Fresh-Mex Grille". Guests included many soldiers, family members, and civilians. Renovation of the 984 square foot snack bar area began last month. Total cost for the project to install and upgrade to the Strike Zone brand was

approximately \$25K. This unit marks the 17<sup>th</sup> Strike Zone in the growing family of MWR Theme operations and features Primo's delicious individual pan pizzas and Habanero "Fresh-Mex Grille" offering jumbo made to order burritos, as well as soft shell tacos, quesadillas, nachos, margaritas and much more. Sales volume is up dramatically after upgrading the food service to Strike Zone. Weekday sales are up \$500-\$700 per day after the renovation, and the word is quickly spreading throughout the community about this new and exciting food and beverage outlet.

### **Fort Stewart Strike Zone**

Fort Stewart's Marne Lanes Strike Zone featuring Primo's Pizza opened for Business on Wednesday, 16 February. The renovation began in December 2004 and total cost for the Strike Zone upgrade was approximately \$166K. This renovation is part of an overall bowling center upgrade which will continue until September 2005 to include a new décor package for the entire center, a new game room with games provided by ARMP, a new control counter and new furniture throughout for soldiers and their families to enjoy.

When the unit opened at 11:00 am, a crowd of guests including soldiers, DOD civilians and family members were on-hand to enjoy Primo's delicious pizza, mouth-watering Philly sandwiches, zesty hot Buffalo wings and much more. The Strike Zone is open Sunday – Thursday, 11:00 am – 10:00 pm and Friday 11:00 am – 11:00 pm and Saturday, 9:00 am – Midnight.



Jason Henderson, Idalene Elbert, Diane Tarbox, Naomi Brown, Michael Amarosa, Lavana Green (seated)

### **Fort Carson Mulligan's**

Mulligan's snack bar opened in the newly constructed Fort Carson Cheyenne Mountain Golf Club House on 2 March. The entire project includes the new Club House and snack bar, refurbished cart barn, new parking lots and landscaping. The new facility measures 11,000 square feet, includes two special function rooms and cost approximately \$5.0M. Additional work will be completed by June and an official Grand Opening celebration is scheduled for July 05.

### **Fort Leonard Wood Update**

Strike Zone at Fort Leonard Wood, MO opened 1 September 2004 and has been a shining star in the Strike Zone family ever since. We asked Tammy Call, Fort Leonard Wood DCA for some insights into the success of the Strike Zone snack bar.



"With a newly renovated 40-lane bowling center and a new Strike Zone themed snack bar, the Fort Leonard Wood Daughtery Bowling Center was primed for success. Little did we realize what an actual success it would be. From the re-opening of the center and the Grand Opening of the Strike Zone the staff at the center have not seen the crowds slow down. Our patrons love the energy of the bowling center and the food at the Strike Zone. Especially popular are the sandwiches, and the pizza is a favorite. We've had regular patrons who happily

return because they're familiar with the Strike Zone from another installation and patrons who have never experienced Strike Zone food, but are now regulars at lunch. As always, in MWR our number one priority is customer service. The professional training received by the staff prior to opening guaranteed that our customers receive the very best in service and a variety of menu offerings found



no where else on post. The new look and the new food have instilled in the staff a spirited optimism and they know that we can achieve tremendous goals within the bowling center activities. The Fort Leonard Wood MWR staff would like to extend our many thanks to all those who helped make our transition to the vibrant, record breaking activity that we've become."

The first quarter FY05 revenues total \$169.2K, with NIBD of \$38.2K or 22.6 percent. Revenues during the first month of operation totaled \$55K. (POC: Jerry Simmons, Tel: 703-508-2536, email: [Jerry.Simmons@cfsc.army.mil](mailto:Jerry.Simmons@cfsc.army.mil) )

### **Camp Walker Update**

Area Manager, Steve Morley, reports that the Camp Walker Bowling Center Strike Zone has just reported its highest day of sales ever on February 18, 2005. The unit revenues were just under \$3K for the day. The manager Mr Kim said it's because of the Strike Zone snack bar and the training his staffed received prior to the Grand Opening in September 2004. Camp Walker has a small, 12-lane bowling center. "To date the food operation has never pumped out that much food to hungry soldiers in one day" said Steve Morley. (POC: Steve Morley, Tel: 011-81-11-9671-2640, email: [Steve.Morley@cfsc.army.mil](mailto:Steve.Morley@cfsc.army.mil) )

### **Best in Class Awards**

The 2004 MWR Branded Theme Operations "Best in Class" Awards will be presented to winners at the MWR Branded Theme Managers Conference, on Friday morning, April 8, 2005. This year's winners are:

Sports USA – Fort Bragg, NC  
Strike Zone – Fort Hood, TX  
Primo's Express – Fort McCoy, WI  
Mulligan's – Fort Shafter , HI  
Lil' Skeeter's – Fort Drum, NY  
Joint Services Award – Strike Zone, Menwith Hill, England (U.S. Air Force)

Most Improved Unit: Kid's Zone, Kaiserslautern, Germany

The "Best in Class" awards are given annually to the unit achieving and maintaining the highest levels of guest service. Units are evaluated during the year based on results from operational site visits, guest feedback, financial results, and mystery shopper visits. "Best in Class" award winners and the Joint Services Best in Class Award winner receive a plaque, recognition pins for all team members to wear and a large banner to display at their unit. The Most Improved unit will receive a plaque recognizing their achievement. (POC: Bill Sewell, DSN 761-5218, e-mail: [Bill.Sewell@cfsc.army.mil](mailto:Bill.Sewell@cfsc.army.mil) )

### **Name Brand Fast Food Program**

The Name Brand Fast Food program enables installations to respond to market demand by offering nationally recognized quick service restaurants in MWR Facilities. To date, 47 assessments have been completed, resulting in 24 recommendations for implementation. The first Army NBFF outlet—a Subway sandwich shop—opened in January 03 at the Walter Reed Army Medical Center, Washington, D.C. Since then, 15 additional NBFF outlets have opened, the most recent a standalone Mainstreet Espresso shop featuring Starbucks Coffee opened at Fort Bliss. Currently under construction are two units at Camp Carroll, a Popeye's and Baskin Robbins, and a Pizza Hut,

Popeye's and Subway Sandwich Shop at Camp Casey. Additionally there are three projects in various stages of being approved, or in design. From an operations standpoint, the NBFF program has progressed as predicted with the majority of the units meeting or exceeding revenue projections. However, several units both in CONUS and OCONUS have experienced lower than expected sales during deployment periods which negated those particular units from producing net revenues to the installation. (POC: Mike Ambrose, DSN 761-5214, email: [Milo.Ambrose@cfsc.army.mil](mailto:Milo.Ambrose@cfsc.army.mil))

### **Test your ServSafe Knowledge (See Page 8 for Answers)**

1. Q. True or False: When mounted on legs, stationary equipment must be at least two inches off the floor.
2. Q. True or False: Cleaning reduces the number of microorganisms on a surface to safe levels.
3. Q. True or False: Utensils cleaned and sanitized in a three-compartment sink should be dried with a clean towel.

### **Upcoming Unit Openings**

The Picatinny Golf Course halfway house, which currently features a Lil' Skeeters BBQ snack bar, will be reconfigured to a Habanero "Fresh-Mex Grille" and will open on Monday, 21 March. (POC: Lisa Holland, DSN 761-5212, e-mail: [Lisa.Holland@cfsc.army.mil](mailto:Lisa.Holland@cfsc.army.mil)).

### **Getting Back to Basics: Better Salads**

Warmer weather is just around the corner and salads will once again take center stage on our menus as guests seek out our lighter fare meal options. Well prepared, appetizing salads don't just happen. They take some effort to remain a vital part of our menu mix whether as a side item or as a main entrée. Proper receiving, storage, and preparation can be the difference from having salad sales that soar as opposed to those that slump. Below are listed some key points worth remembering to prepare and serve great appetizing salads.

1. Only use the salad mix listed in your MWR Theme Operations Order Guide.
2. Place the salad mix in a colander and rinse with cold running water. Drain well before making the salad. This adds moisture back into salad mix keeping it crisp.
3. Discard any wilted/brown salad mix. Always use the freshest ingredients. If it doesn't look fresh and appetizing to you...it won't to your guest!
4. Julienne cut grilled chicken, fried chicken, meats and cheeses for specialty salads. No large chunks or pieces.
5. Arrange meats/cheeses neatly on top of specialty salads to ensure coverage from end to end.
6. Label salads with the date it was made. Ensure the label is easily removed before serving it to the guest.
7. Serve 2 salad dressing packets/2 packets of saltine crackers with specialty salads. Serve 1 salad dressing packet/1 packet of saltine crackers with a side salad.

8. Ensure salad dressing packets are kept refrigerated prior to serving.
9. Serve all salads in clear plastic containers.

Following these few simple procedures will help ensure that we consistently deliver the freshest, most appetizing, and visually appealing salads to our guests. (POC: Roger Weger, DSN 761-5224, e-mail: [Roger.Weger@cfsc.army.mil](mailto:Roger.Weger@cfsc.army.mil)).

### **Guest Service Tip of the Month**

#### **Suggestive Selling — Specials/Super Sizing/Combos:**

Good operators are always prepared to offer their guests the opportunity to trade-up to a combo meal, add a side salad, or try a “featured menu item”. Remind your guests of the “values” contained on your menu that they may not be aware of, such as ... “did you know that the hamburger combo meal comes with a soda and a side order for only .XX cents?” Develop appropriate phrases to use in up-selling your menu. “Can I combo that for you?”, “How about a freshly baked cookie for dessert?” or “Would you like a large sized drink with that Philly Combo?” Try some of these phrases when suggestively selling add-on items to your guests, or make up some new ones of your own with your team members. (POC: George Dickson, DSN: 761-5228, email: [George.Dickson@cfsc.army.mil](mailto:George.Dickson@cfsc.army.mil) )

### **Events Division Update:**

**Focus Groups.** During the month of March, the CFSC-BP Events' staff will conduct a series of focus groups at Forts McCoy, Bragg, Leonard Wood, Hood and Knox. The subject of the focus group interviews is "promotions and prizes that would cause people to visit our branded theme restaurants on a more frequent basis." Information gathered will be shared with Managers at the upcoming Unit Managers' Workshop in April.

The **Bite Me Combo Craze** promotion is an instant win promotion currently underway at 36 quick service Theme restaurants located at 23 CONUS and 13 OCONUS installations. Started on 1 January 05, the three-month promotion offers patrons an instant win game card with every combo meal purchased. The objective of the promotion is to increase combo sales, brand awareness, create an element of fun for patrons and obtain guest feedback. With every game piece received, a guest has the chance to win t-shirts, CD cases, backpacks or free sodas. Guests may win an iPod mini by registering their game piece's unique number online at [www.mwrpromotions.com](http://www.mwrpromotions.com) . While there, they can complete a five-question online survey about their experience our facility.

Seventy-four clubs and snack bars at 44 installations are offering the **Lighten Up! Tighten Up!** promotion -- an exciting menu of fitness opportunities and prizes. The three-month guest loyalty promotion is a joint promotion between the MWR food and beverage programs and sports/fitness. The promotion offered managers at installations an opportunity to promote healthier items on their menu and/or develop new menu options for guests who were looking for ways to keep those New Year's resolutions to lose a few pounds. Frequent “healthy” diner cards were included in the package offering fitness-related prizes to diners who purchased 10 healthy meals. A sweepstakes for four grand prizes will be awarded at the end of the promotion: a BowFlex sponsored by Nautilus; two gas grills from Gardenburger; and a spa vacation sponsored by [www.GovArm.com](http://www.GovArm.com). In addition, each installation will conduct a “Buns on Run” 5K race. Several installations have augmented the promotion with a variety of different fitness activities. (POC: Coleen Amstein, 703-428-6118, e-mail: [Coleen.Amstein@cfsc.army.mil](mailto:Coleen.Amstein@cfsc.army.mil) )

## The Makings of Successful Restaurant Operations:

What separates a good restaurant from just an average one? It's really not that difficult if you know what to look for. In MWR Theme Operations we want our restaurants to be the "First Choice" for our soldiers and their family members when they're deciding where to dine, snack or just relax. To be our guest's "First Choice", we need to ensure that we adhere to some basic established standards.

Ask yourself, "How do I know from the guest perspective if their expectations are being met?" Put yourself in your guest's shoes and take a long hard look through the eyes of your guest at some of these very basic service standards.

- Were you greeted with a friendly greeting from cashier/order taker?
- Was the staff clean and appropriately uniformed?
- Was the restaurant staffed appropriately for the volume of guests?
- Was your order prepared correctly?
- Was the quality of food high?
- Was the food prepared in a timely manner?
- Was the restaurant clean and appealing to guests?
- Would you visit this restaurant again or recommend it to your friends?

If the answer is "No" to any of the above listed criteria, you know you've got some work to do. Discuss these areas of concern with your Area Manager and together develop a plan that will help your operation once again become "First Choice". (POC: Lisa Holland, DSN 761-5212, e-mail: [Lisa.Holland@cfsc.army.mil](mailto:Lisa.Holland@cfsc.army.mil) )

## Transitions

**Mr. Ken Eldridge**, Manager of Fort Hamilton Bowling Center and Strike Zone. According to Ken "I arrived here on Fort Hamilton on 6 February 2005. Previous to that I was the Assistant Business Manager at Hooper Bowling Center on Fort Campbell in Kentucky, prior to that I was with MCCA (Marine Corps Community Services) at the Bowling Centers at Marine Corps Air Station New River and Marine Corps Recruit Depot Parris Island. As for my personal information, I was born and raised in Boston, MA. I am the youngest of 10 children, I'm married to my wife Brenda and I have 7 children and 2 dogs."

**Mr. Rodney Boyd**, Recreation Specialist and Acting Manager of the Fort Hamilton Bowling Center and Strike Zone until the new Manager, Ken Eldridge, was hired. Rodney did a great job of stepping up to the plate and managing the Bowling Center since September 2004. Rodney writes "I currently work at the Fort Hamilton, Community Activities and Bowling Center as a Recreation Specialist. Prior to this appointment, I worked as a Recreation Assistant at the Fort Hamilton Youth Center. I also worked in the Monterey area for 1 year in the mid-90's. I have been working for the government for 14 years. I am married with 3 children and revel in living in the "City" that never sleeps. My job at the Community Activities and Bowling Center keeps me very busy. I enjoy working with the staff and love my job."

**Answers to ServSafe Questions:** 1. False      2. False      3. False

**Closing Thought:**

*"We cannot solve our problems with the same thinking we used when we created them"*  
.....Albert Einstein



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